

DC Office of Labor-Management Programs

FY 2006 STRATEGIC BUSINESS PLAN



Updated 3/24/06

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Executive Summary

The strategic business plan outlines a plan of action to accomplish the vision and mission of the Office of Labor-Management Programs (OLMP). Organizationally, staffing has been restructured into a three (3) team approach with each team assigned to a group of agencies and departments. Additionally, the role of the DC Labor-Management Partnership Council (DCLMPC) has been refocused to an efficient, global policy-setting body. Finally, the establishment of a City-Wide Assembly will promote sharing of information and best practices across the Government.

While the District's labor-management program is viewed as ground breaking among municipal services nationally, improvements are envisioned to lift the program to a higher level of performance. The changes addressed in the plan include re-engineering of governance and policy setting, workplace improvements, operational efficiencies, communications enhancements, performance measures and reporting, training and professional development and external funding.

Underlining all the strategic initiatives is the OLMP's goal of fostering partnership programs that align themselves with the Mayor's priorities for Education, Youth at Risk, Jobs and Economic Opportunity, Affordable Housing, Healthcare and Welfare.

Overview

Vision

To be nationally recognized as the leader and model in labor-management partnerships with emphasis on efficiency, innovation and exemplary service delivery.

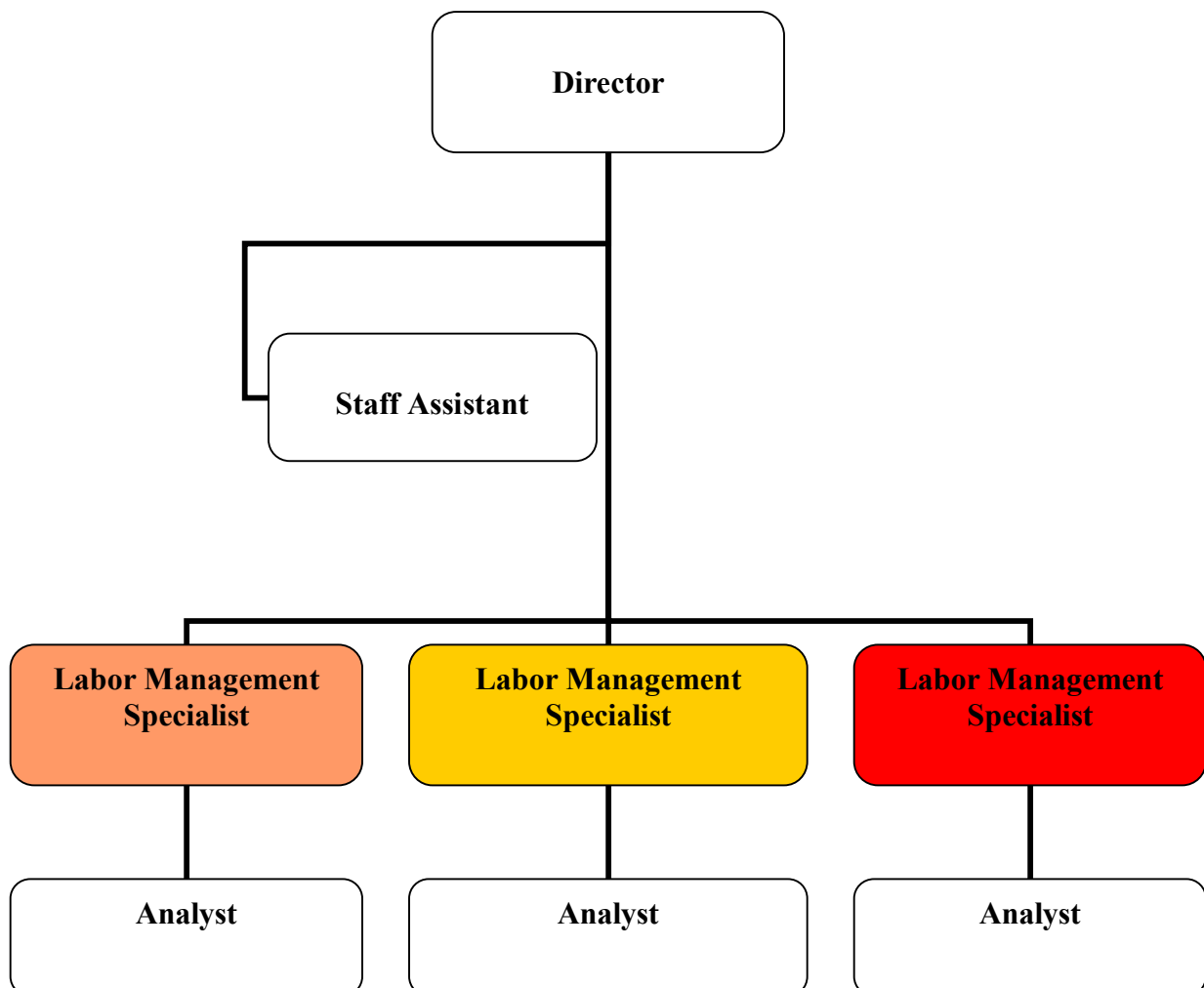
Mission

To promote cooperative efforts by labor and management to improve the operation and services of all District agencies and the quality of work life of all employees.

Core Services

- Provide a safe place for early discussion of operational problems, plans and ideas;
- Facilitate high-level, face-to-face communication between labor and management leaders;
- Gather and share information on issues of mutual concern;
- Build consensus for a focused, achievable, joint agenda;
- Research and explore new models for collaboration;
- Provide training and guidance to agency partnership committees;
- Solve problems; and
- Seek external funding to supplement training and education needs.

Organization Structure



Team Structure

The day-to-day operations of the Office of Labor-Management Programs will be handled under a three (3) operational team concept:

1. Peach
2. Gold
3. Red

The teams have been assigned the following responsibilities:

- Provide training and mediation to a portfolio of agencies
- Conduct agency teambuilding facilitation
- Conduct assessment of operational improvements (Initiative Awards)
- Organize and facilitate quarterly City-Wide Assembly training
- Collect quantifiable data on program(s) success

The teams are organized with responsibility for the areas as listed in the table below:

| PEACH TEAM | GOLD TEAM | RED TEAM |
|---|---|--|
| Department of Motor Vehicles Department of Public Works Office of Contracting & Procurement D.C. Office of Personnel Office of Property Management Department of Transportation D.C. Energy Office Office of Local Business Development D.C. Water and Sewer Authority Office of Human Rights Office of the Chief Technology Officer Office of the Inspector General Office of Cable Television and Telecommunications DC Taxicab Commission | Department of Consumer & Regulatory Affairs Department of Employment Services Department of Housing and Community Development Department of Insurance, Securities & Banking Office of Planning Office of the Chief Financial Officer Department of Corrections Fire & Emergency Medical Services Metropolitan Police Department Emergency Management Agency Office of the Chief Medical Examiner Office of Unified Communications Commission on the Arts & Humanities | Department of Human Services Department of Parks and Recreation Department of Health Department of Mental Health Office on Aging Child and Family Services Agency Department of Youth Rehabilitation Services D.C. Public Schools D.C. Public Libraries University of the District of Columbia Office of Risk Management Office of the Attorney General of the District of Columbia |

Current Environment

The District's labor-management program is viewed as a ground breaking effort among municipal services nationally. Currently there are forty-nine (49) agency and department level partnerships with several departments having more than one active partnership. At the same time, there are still some large agencies that do not have partnerships. Where partnerships do exist, agencies generally report that services and relationships have improved. However, no program performance metrics and reporting mechanism have been formally established to capture quantifiable accomplishments and issues.

In the District, both labor and management are committed to success of the program, and the DC Labor-Management Partnership Council (DCLMPC) meetings provide opportunity for both recognition and visibility. The current annual Labor-Management Partnership Council Symposium needs to be restructured in terms of meeting frequency and role.

While the Pothole Awards are regarded as a positive initiative by most departments, the program needs to be strengthened to verify accomplishments and meet other criteria. Also the level of services and relationship building by the Office of Labor-Management Programs (OLMP) are viewed as satisfactory.

Nonetheless, there are several areas where improvements are needed. Generally it is felt that the governance and policy structure of the labor-management program can be improved. Changes would include re-engineering of the DCLMPC as a global policy-making body, clarification of the partnership program and collective bargaining initiatives, and clarification of DCLMPC membership criteria.

Within the OLMP, changes are needed to improve internal organization, communications tools, program direction, performance measures and reporting, and expanded skill level and monetary resources to effectively carry out the OLMP's mission

Business Strategies

Key Areas of Focus

The Office of Labor-Management Program's primary emphasis for FY 2006 will be to quantify service delivery improvements, achieve program and cost efficiency enhancements, increase professional development and training, establish effective communications tools to include an OLMP website, and improve the workplace

environment. The OLMP will also focus on re-engineering the DCLMPC functioning and the establishment of a City-Wide Assembly.

One of the OLMP's top internal priorities will be establishing a performance management and reporting system to capture quantifiable program accomplishments and issues. In addition, an important goal of our business strategy is to achieve a stronger alignment or linkage between partnership programs and the Mayor's priority areas of focus

- Support the growth and development of our youth,
- Improve job prospects for all citizens,
- Build a great public library system for all citizens,
- Create an inclusive city through housing and economic development

Key Results Measures

Program Participation and Linkage

- 90 % of agencies with a functioning partnership
- 100 % of agency partnerships with assigned OLMP staff
- Regular meetings (*at least quarterly*) of the agency partnership or steering committee (for multi-partnership agencies) by agencies with existing partnerships
- Formation of at least one partnership by agencies with no existing partnerships
- Participation in all Citywide Assemblies (1-2 projected in FY 2006)

Customer Service and Efficiency Improvements

- Development of at least one project addressing customer service and/or efficiency improvements
- Each agency/dept. will track and report the # of grievances at the step 3 and above levels to the Office of Labor Management Programs to establish baselines to set reduction targets for FY 2007.
- Development of one or more OPTIONAL projects addressing the Mayor's priority areas of focus:
 - Support the growth and development of our youth,
 - Improve job prospects for all citizens,
 - Build a great public library system for all citizens,
 - Create an inclusive city through housing and economic development
- Quantifiable dollar savings or customer service/efficiency improvements achieved according to targets established at initiation of projects

Workplace Environment Improvements

- Documentation that the agency has conducted at least one exercise per year in line with their approved Emergency Evacuation Plan

Communications Tools

- 80 % of communications tools (Information Kits/Website/Newsletter) found contributing to development and functioning partnerships by users/recipients

Linkages to External Funding Sources

- Increase grant funding by \$25,000 to support training, marketing and education

Training and Professional Development

- 100 % of OLMP staff will attend a minimum of one professional development training session per year
- Organize and facilitate minimum of two (2) City-wide Assembly training sessions in FY 2006

DCLMPC and City-Wide Assembly

- 100% completion of the re-engineering changes recommended for the DCLMPC and City-Wide Assembly.

Initiatives

Grants

The Office of Labor-Management Programs will apply for grants aimed at benefiting the partnership through staff and partnership committees training, the development and distribution of promotional and educational materials, and enhancing the effectiveness of the partnership programs.

OLMP will direct a special effort towards completing a grant application to the Federal Mediation and Conciliation Services to assist the District of Columbia Public Schools (DCPS) with establishing and expanding an effective labor-management program.

Awards

The awards initiative will continue to promote, recognize and provide monetary support for outstanding projects undertaken by departmental partnership committees.

Special Project(s)

OLMP will assess and undertake a special project aimed at providing long-term assistance to victims of Hurricane Katrina in the New Orleans and Gulf Region areas.